

BC Timber Sales Business Plan 2014/15 - 2016/17

Ministry of Forests, Lands and Natural Resource Operations

ECONOMIC PROSPERITY - SUSTAINABLE RESOURCES - EXCELLENCE



Ministry of
Forests, Lands and
Natural Resource Operations

BC Timber Sales
PO Box 9507 Stn Prov Govt
Victoria, British Columbia
V8W 9C2
Tel: 250 356-1918
Fax: 250 356-6209

www.for.gov.bc.ca/bcts



BCTS

BC Timber Sales

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Organizational Overview

BC Timber Sales is a semi-autonomous program within the Ministry of Forests, Lands and Natural Resource Operations with financial and operational independence. BC Timber Sales has an integral role in supporting the Forest Sector Strategy in the BC Jobs Plan and supports the Ministry's four key pillars, its goal of "Productive, thriving natural resource sector and resilient communities", and its objective of "Economic benefits of natural resource development are optimized."

BC Timber Sales provides these benefits by planning and developing, and selling through auction, a substantial and representative portion of the province's annual available timber volume. The bid prices received from auctioned timber drive the Market Pricing System (MPS) for setting stumpage in coastal and interior operating areas of the province. BC Timber Sales costs of developing timber and regenerating sites also provide data for the Tenure Obligation Adjustment, contributing another integral part of the MPS.

Our Vision: To be an effective timber marketer generating wealth through sustainable resource management.

Our Mission: Committed to pursuing **excellence** in all aspects of our business, maintaining **effective stakeholder relations** and focussing on **results**, BC Timber Sales generates **economic prosperity** for all British Columbians through the **safe, sustainable** and **reliable** development and auction of Crown timber and by playing a pivotal role in the ministry's reforestation strategies.

Despite its operational and financial independence, BC Timber Sales maintains mutually productive and beneficial relations with all other parts of the Ministry of Forests, Lands and Natural Resource Operations.

BC Timber Sales Role and Effectiveness Review

Last year an external consultant conducted a review of BCTS role and effectiveness in response to a letter of expectations from the Premier which tasked the Minister to examine the role and effectiveness of BC Timber Sales and bring forward recommendations for improvement to Cabinet. The review was conducted in two phases, Phase 1 addressing role and Phase 2 examining how to maximize effectiveness in fulfilling its role. Phase 1 recommendations were considered by Cabinet in February of 2014 and direction has been provided on a revised and strengthened role for BCTS as follows.

Goal:

To provide credible representative price and cost benchmark data for the Market Pricing System (MPS) through auctions of public timber.

Objectives:

- 1) Sell the full BCTS allowable annual cut (AAC) over the business cycle, consistent with safe practices and sustainable forest management.**
- 2) Generate net direct revenue and indirect provincial government revenue over the business cycle.**
- 3) Pursue continuous business improvement within BCTS, across government and with third party partners and customers.**

Phase 2 includes a range of recommendations aimed at ensuring that BCTS is well positioned to deliver on its new role. The Ministry is currently reviewing the recommendations as the first step toward implementation.

The structure of this Interim Business Plan reflects the Role recommendations approved by Cabinet and the performance targets approved by Treasury Board in the Government's 2014-2015 Budget.

A revised Business Plan will be produced to reflect implementation of the Phase 2 recommendations and new performance measures and targets later in the year.

Links to the Ministry Service Plan and the BC Jobs Plan

Ministry Service Plan

BC Timber Sales directly supports the following key business objectives of the Ministry:

- Building a Strong Economy by optimizing resource value and job creation.
- Improving Ecosystem Health.
- Fostering public confidence in resource management .

In addition BC Timber Sales is a major contributor to the achievement of the following three Ministry Service Plan objectives.

- Natural resource productivity is optimized through conservation, stewardship, and effective policy, legislation and external relationships.
- Safe and environmentally responsible natural resource management practices.
- Economic benefits of natural resource development are optimized.

The BC Jobs Plan

BC's Forest Strategy – called "Our natural advantage: Forest sector strategy for British Columbia" – is based on six priorities put forward by the Working Roundtable on Forestry:

- A commitment to using wood first;
- Growing trees, sequestering carbon, and ensuring that land is available from which to derive a range of forest products;
- Creating a globally competitive, market-based operating climate;
- Embracing innovation and diversification;
- Supporting prosperous rural forest economies; and
- First Nations becoming partners in forestry.

Through the achievement of its Business Plan Goals and Objectives BC Timber Sales directly supports and contributes to the achievement of all six of the priorities above.



Goal: Support the Market Pricing System

Goal: Provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia

The BCTS Goal has three objectives: sell the full apportionment, generate direct and indirect revenue for the province and continuous business improvement.

Creating a globally competitive, market-based operating climate is a key aspect of the Forest Sector Strategy in the BC Jobs Plan. BC Timber Sales directly supports a market based operating climate by providing credible data for costs and pricing of timber harvested from public land in BC. Through the achievement of this goal BC Timber Sales also contributes to the achievement of the Ministry's Service Plan objective to "Generate revenue from B.C.'s natural resources."

The Role & Effectiveness Review recommended, and Cabinet approved, a strengthening of the role of BC Timber Sales. As a result, supporting the Ministry's Market Pricing System has become the only goal of BC Timber Sales. All other activities are subservient to the achievement of this overarching goal.

For BC Timber Sales data to be credible and representative, it is important for the volume of BC Timber Sales market transactions to be at a level sufficient to support the Market Pricing System (MPS). It is also important that the volume of market transactions not be so large in relation to the total market to adversely influence the MPS. BC Timber Sales tracks the timber volume it auctions and sells as a percent of the total timber volume projected to be harvested each year. This is a good indicator of its success in developing and auctioning a sufficient and appropriate volume of timber, to establish credible representative benchmark cost and pricing data within an environment of changing market conditions and demand.

Key Performance Indicator: BCTS Timber Volume auctioned as a percent of projected provincial harvest volume

	2014-15	2015-16	2016-17
Target	22.3%	21.7%	21.1%

Measure Description: BCTS timber volume auctioned (Section 20 Timber Sales Licences) in the year as a percent of the total projected provincial harvest volume for the year.

Regional Performance Indicators: BCTS Timber Volume auctioned as a percent of projected provincial harvest volume

	2014-15	2015-16	2016-17
Coast	18.3%	18.3%	18.3%
Interior	23.5	22.8	21.9

Goal: Support the Market Pricing System

Goal: Provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia

Key Strategies:

Through competitive auctions sell sufficient timber to support the Market Pricing System.

Corporate Performance Measure: Timber Volume Sold			
	2014-15	2015-16	2016-17
Target	13.3 Mm3	12.9 Mm3	13.1 Mm3

Measure Description: Timber volume sold is an indicator of BC Timber Sales' success in providing sufficient timber volume to the market in support of the Market Pricing System.

Implement a Data Quality Management System to ensure BC Timber Sales data is complete, accurate, reliable and verifiable.

Corporate Performance Measure: Implementation of Data Quality Management System (DQMS)			
	2014-15	2015-16	2016-17
Target	DQMS applied to all Performance Metric data with Action Plan developed for identified weaknesses	DQMS applied to all Cost Survey and Silviculture Liability data with Action Plan developed for identified weaknesses	DQMS applied to BCTS data sets in a priority as established by the Data Stewardship Working Group with Action plan developed for identified weaknesses

Measure Description: A ISO 9001 Quality Management System will provide assurance that BCTS has the systems and processes in place to ensure its data is complete, accurate, reliable and verifiable.

Monitor BC Timber Sales timber volume sold by major MPS attributes such as species and grade compared to the harvest patterns of the Major Licensees to ensure representative benchmark data and make adjustments as required.

Corporate Performance Measure: Representativeness of BCTS Volume Sold	
The percent of BCTS volume sold is within 5 percentage points of the percent of harvest volume by major licensees for each major species and grade MPS attribute 80% of the time	2014-15 to 2016-17 80%

Measure Description: BCTS volume sold by major species and grade attribute as a percent of total BCTS volume sold compared to the volume harvested by the Major Licensees by the same attribute as a percent of their total harvest volume. BCTS volume percentage is within +/- 5 percentage points of the Major Licensees 80% of the time.

Objective 1: Sell the Apportionment

Objective 1:

Sell the full BC Timber Sales' apportionment over the business cycle, consistent with safe practices & sustainable forest management.

Providing a reliable, competitive supply of fibre to market is a significant objective of the Forest Sector Strategy in support of creating a globally competitive, market-based operating climate and prosperous rural forest economies. Achievement of this BC Timber Sales objective also directly contributes to the Ministry goal of "Productive, thriving natural resource sector and resilient communities."

Key Performance Indicator: Percent of Total Apportioned Timber Volume Sold Over the 5 Year Business Cycle					
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	2014-15	2015-16	2016-17	2017-18	2018-19
Target	17%	30%	50%	75%	100%

Indicator Description: The business cycle is defined as 5 years starting April 1, 2014 and ending March 31, 2019. The indicator is the cumulative volume sold /total BCTS apportionment for 5 years.

Since inception BC Timber Sales has sold over 128 million cubic metres of timber through competitive auctions in rural forest economies. The development, auction, harvesting and processing of this timber has helped create and sustain over 10,000 direct and 11,000 indirect jobs and supported families and rural communities over the last eleven years.

BC Timber Sales Estimated Apportionment Volume(Mm3)				
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2014-15	2015-16	2016-17	2017-18	2018-19
14.2	14.1	12.8	12.7	12.3

Objective 1: Sell the Apportionment

Objective 1:
Sell the full BC
Timber Sales' apportionment over the business cycle, consistent with safe practices and sustainable forest management.

Corporate Performance Measure: Timber Volume Sold

	2014-15	2015-16	2016-17
Target	13.3 M m3	12.9Mm3	13.1 Mm3

Measure Description: Timber volume sold is an indicator of BC Timber Sales' success in analyzing market conditions and providing a reliable supply of timber to the market that our customers see as economically viable.

Regional Performance Targets: Timber Volume Sold

	2014-15	2015-16	2016-17
Coast	2.5Mm3	2.5Mm3	2.5Mm3
North Interior	5.5Mm3	5.1Mm3	5.3Mm3
South Interior	5.3Mm3	5.3Mm3	5.3Mm3

Key Strategies:

Develop sufficient timber to maximise timber volume offered & sold.

Corporate Performance Measure: Annual Timber Volume Developed (ADV)

	2014-15	2015-16	2016-17
Target	13.7Mm3	13.3Mm3	13.2Mm3

Measure Description: Timber volume developed is the annual amount of timber developed and ready for advertising and auction.

Regional Performance Targets: Annual Timber Volume Developed (ADV)

	2014-15	2015-16	2016-17
Coast	2.6Mm3	2.6Mm3	2.6Mm3
Northern Interior	5.9Mm3	6.0Mm3	5.9Mm3
Southern Interior	5.2Mm3	4.7Mm3	4.7Mm3

Objective 1: Sell the Apportionment

Key Strategies continued:

Plan sufficient Ready to Develop Volume to support the achievement of the next year's annual timber volume developed targets.

Objective 1:
Sell the full BC Timber Sales' apportionment over the business cycle, consistent with safe practices and sustainable forest management.

Corporate Performance Measure: Ready to Develop Volume(RCDR)			
	2014-15	2015-16	2016-17
Target	14.0Mm3	13.6Mm3	13.0Mm3

Measure Description: Ready to develop volume is the amount of timber volume planned where referrals are complete and they are development ready.

Regional Performance Targets: Ready to Develop Volume(RCDR)			
	2014-15	2015-16	2016-17
Coast	3.2Mm3	3.1Mm3	3.1Mm3
Northern Interior	5.7Mm3	5.7Mm3	5.1Mm3
Southern Interior	5.1Mm3	4.8Mm3	4.8Mm3

Identify sufficient timber volume for future development.

Corporate Performance Measure: Amount of Volume Identified for Future Harvest			
	2014-15	2015-16	2016-17
Target	5 Years	5 Years	5 Years

Measure Description: Volume identified for development is 5 years of planned volume sold identified and field checked.

Auction a reliable supply of timber to the market.

Corporate Performance Measure: Percent of timber volume advertised in quarter planned	
	2014-15 to 2016-17
Target	90-110%

Measure Description: The percent of total timber volume advertised in the quarter planned as set out in annual Business Area sales plans.

Objective 2: Generate Direct and Indirect Revenue

Objective 2:

Generate direct net revenue and indirect revenue for the Province over the business cycle.

The development, auction, harvesting & processing of this timber has helped create & sustain over 10,000 direct & 11,000 indirect jobs & supported families & rural communities over the last eleven years.

This objective supports the provincial government and the ministry as major contributors to the current and future economic health of the Province. It also directly contributes to the Ministry's objective to, "Generate revenue from B.C.'s natural resources." BC Timber Sales operates under a self financing Special Account and must over the long term, generate sufficient revenue to finance its cash requirements (i.e. earn a profit).

Over the period of this Business Plan, BC Timber Sales is targeting to generate indirect revenue and earn a total of \$165.1 million in net revenue for the Province.

Corporate Performance Measure: Net Revenue			
	2014-15	2015-16	2016-17
Target	\$53.2 M	\$54.3M	\$57.6M

Measure Description: Net revenue is a key indicator of the success of BC Timber Sales in generating value and revenue return for the province and being self sustaining. The measure is calculated as gross revenue less capitalized expenses.

Key Performance Indicator: Indirect Revenue Generated			
	2014-15	2015-16	2016-17
Target	TBD	TBD	TBD

Measure Description: Indirect Revenue Generated is a key indicator of the success of BC Timber Sales in generating a return on the sale of Crown assets for the province. Indirect revenue is the non-stumpage revenue generated for the province from the harvest of crown timber.

Objective 2: Generate Direct and Indirect Revenue

Key Strategies:

Actively Manage the Costs of Developed Timber.

Corporate Performance Measure: Cost of Developed Timber per m3 Developed			
	2014-15	2015-16	2016-17
Target	\$4.82/m3	\$4.91/m3	\$5.11/m3

Measure Description: The cost of developed timber is the future cost of goods sold and represents the cost of BCTS inventory.

Objective 2:
Generate direct net revenue and indirect revenue for the province over the business cycle.

Actively Manage the Costs of Access.

Corporate Performance Measure: Cost of Access per m3 Sold			
	2014-15	2015-16	2016-17
Target	\$2.78/m3	\$2.75/m3	\$2.72/m3

Measure Description: Access costs are road and bridge amortization plus annual maintenance divided by the volume of timber sold. This represents the cost of access infrastructure.

Actively Manage the Costs of Silviculture Obligations.

Corporate Performance Measure: Cost per Hectare of Reforesting Harvested Areas			
	2014-15	2015-16	2016-17
Target	TBD	TBD	TBD

Measure Description: Cost per hectare is the average total cost to free growing per hectare.

Actively manage revenues by maximising timber volume sold consistent with safe practices and sustainable forest management.

Corporate Performance Measure: Timber Volume Sold			
	2014-15	2015-16	2016-17
Target	13.3Mm3	12.9Mm3	13.1Mm3

Measure Description: Timber volume sold is an indicator of BC Timber Sales' success in generating indirect revenue and direct net revenue for the Province.

Objective 3: Continuous Business Improvement

Objective 3: Continuous Business Improvement

To effectively realize its vision, achieve its mission and goal, deliver superior performance, and make a distinct and lasting impact, BC Timber Sales needs to be continuously improving. BC Timber Sales believes that **"Only those with Excellent Processes and Excellent People will truly excel"**. To achieve this BC Timber Sales and its people are committed to continuously learn, innovate and lead themselves through change in the pursuit of excellence and has embraced **Lean** as the next step in our continuous improvement.

Lean is not just a set of tools or a waste reduction methodology. It is a system of philosophy, processes, people, and problem solving that is striving for excellence. BC Timber Sales has three key strategies supporting this objective:

- Business Partnerships and Agreements,
- Excellence in people; and,
- Excellence in operations, practices and processes

"The real goal of Lean is excellence, which means creating a flexible, adaptable learning organization of people and processes that can achieve ever more challenging business goals."

- JK Liker/JK Franz

Corporate Performance Measure: Number of Tasks (Waste) Eliminated from Processes			
	2014-15	2015-16	2016-17
Target	500	500	500

Measure Description: Number of tasks eliminated is a key indicator of the success of BC Timber Sales in continuously improving its operations & increasing value. Waste identified through Lean activities are tasks that do not add value to business processes.



Objective 3: Continuous Business Improvement

Key Strategies:

Increase efforts to achieve business to business partnerships and agreements with customers and/or third parties such as First Nations and communities.

*Objective 3:
Continuous
Business
Improvement*

Corporate Performance Measure: Incremental timber volume sold, managed under a business to business agreement			
	2014-15	2015-16	2016-17
Target	150,000m3	150,000m3	150,000m3

Measure Description: Incremental timber volume sold managed under a business to business agreement is a measure of the success of BC Timber Sales in increasing business to business partnerships and agreements. Incremental volume means volume that was not already part of BCTS apportionment.

Pursue excellence in people.

People are the key to any successful implementation of Lean. It is people who improve processes and develop products; those doing the work take responsibility for doing it better; and, the capabilities of those people matter. Most Lean activities are not sustained because they fail to build the capability for Lean within the organization. In BC Timber Sales we are not implementing "Lean solutions" we are developing people to achieve challenging goals through a clearly defined improvement process. Therefore to properly implement Lean within BC Timber Sales we must develop our own expertise.

Corporate Performance Measure: TBD			
	2014-15	2015-16	2016-17
Target	TBD	TBD	TBD

Measure Description: TBD

Pursue excellence in operations, practices and processes.

Corporate Performance Measure: Number of Continuous Improvement - Lean Projects Undertaken			
	2014-15	2015-16	2016-17
Target	26	26	26

Measure Description: Number of continuous – Lean projects undertaken is a measure of our success pursuing excellence in operations, practices and processes.

Principle 1 - Sustainable Forest Management

Principle 1 - Sustainable Forest Management

High-quality forest and environmental management practices are integral to our mandate, the way we conduct business, and in providing sustainable forest benefits to British Columbians.

Key Strategies:

Maintain ISO 14001 Environmental Management System, Sustainable Forest Management (SFM) standard, (CSA, FSC, SFI certifications).



Corporate Performance Measure: Percent of timber volume certified under an SFM system	
Target	100%

Measure Description: Percent of BC Timber Sales Business Areas with SFM certification, such as Canadian Standards Association (CSA), Sustainable Forestry Initiative (SFI), or Forest Stewardship Council (FSC). This measure is an indicator of BC Timber Sales' success in demonstrating and being recognized for having sound forest management practices.

Deliver on stewardship obligations.

Corporate Performance Measures			
Number of EMS/SFM external audit major non-conformances			
	2014-15	2015-16	2016-17
Target	zero	zero	zero
Number of Trees Planted			
	2014-15	2015-16	2016-17
Target	36.1 M	49.7 M	51.6 M
km of Road Deactivated			
	2014-15	2015-16	2016-17
Target	295 km	300 km	390 km

Principle 1 - Sustainable Forest Management

Key Strategies continued:

Use our economies of scale and expertise to deliver silviculture services and provide quality seedlings for the Forests for Tomorrow program in support of productive future forests.

*Principle 1:
Sustainable Forest
Management*

Corporate Performance Measures			
Hectares of Ministry NSR Planted by BCTS			
	2014-15	2015-16	2016-17
Target	8,600 ha	7,800 ha	8,100 ha
Number of Trees Planted			
	2014-15	2015-16	2016-17
Target	14.2 M	13.2 M	14.0 M
Seedlings Grown			
	2014-15	2015-16	2016-17
Target	24.2 M	24.2 M	24.2 M
Fish Passage - Crossings Remediated			
	2014-15	2015-16	2016-17
Target	11	5	5



Principle 2: Forest Sector Safety

Principle 2 - Forest Sector Safety

BC Timber Sales Safety Policy:

BCTS is committed to maintaining an organisational culture where all staff proactively participate to ensure a safe & healthy workplace as a fundamental component of everyday business.

BCTS supervisory personnel will be accountable for ensuring employees are properly trained for their jobs, making employees aware of safety hazards, ensuring unsafe action or conduct is not tolerated in the workplace, and endorsing sound health and safety work practices on a daily basis.

BCTS workers will be accountable for conducting their work activities in accordance with sound health and safety practices and will endorse these practices to their fellow workers

Key Strategies:

Safe BC Timber Sales practices by maintaining SAFE Company Certification.



Corporate Performance Measure: TBD	
Target	TBD

Measure Description: TBD

Promote safe worksites by requiring all parties working on Timber Sales Licences or bidding on BCTS contracts that involve on the ground field work to be SAFE Certified.

Corporate Performance Measure: % of parties working on TSLs & contracts that involve on the ground field work that are SAFE Certified	
Target	100%

Measure Description: Requiring all parties working on TSLs or contracts that involve on the ground field work to be SAFE Certified is a measure of BCTS success in supporting and promoting safe worksites.

Appendix 1 Resource Summary 2013/14 to 2016/17

	2013/14 Actual	2014/15 Plan	2015/16 Plan	2016/17 Plan
Gross Revenue	\$233.9	\$209.0	\$212.1	\$217.6
Less: Expenses (Capitalised)	(156.6)	(155.8)	(157.8)	(160.0)
Net Revenue (Loss)	\$77.3	\$53.2	\$54.3	\$57.6
Transferred to CRF	(25.0)	(\$40.0)	(\$40.0)	(\$48.0)
Financing Transactions (\$millions)				
Cost of Developed Timber Inventory	\$60.1	\$64.7	\$62.7	\$62.5
Fish Habitat Inventory	0.3	0.3	0.3	0.3
Seed Inventory	1.3	2.5	2.5	2.5
Total Financing Transactions	\$61.7	\$67.5	\$65.5	\$65.3
Capital Expenditures (\$millions)				
Capital – Roads	\$26.5	\$29.2	\$29.2	\$28.5
Capital – non Roads	0.0	0.5	0.5	0.5
Total Capital Budget	26.5	29.7	29.7	29.0
Cash Expenditures (\$millions)				
Administration	\$12.1	\$12.9	\$12.9	\$12.8
Salaries	41.5	45.6	45.3	45.3
Planning	3.8	4.4	3.9	3.8
Sales	32.0	33.7	32.4	32.3
Access	27.3	31.3	30.7	29.6
Silviculture	32.6	35.5	39.9	38.6
Land Base investment – Expenditures	10.6	12.3	11.3	11.1
Land Base investment – Recoveries	(12.1)	(13.4)	(12.3)	(12.0)
Total Cash Expenditures	\$147.8	\$162.3	\$164.1	\$161.5
Non Cash Budgets (\$millions)				
Amortization – Roads	\$29.0	\$28.2	\$27.9	\$28.1
Amortization – Non Roads	0.3	0.5	0.5	0.5
Silviculture Liability Expense	39.0	\$36.0	\$36.0	\$36.0
Cost of timber inventory harvested	57.7	57.9	60.0	62.4
Timber Volume Outputs (Mm3)				
Volume Advertised (Offered)	13.0	14.9	14.7	14.8
Volume sold	11.4	13.3	12.9	13.1
Volume developed	12.1	13.7	13.3	13.2
Volume Scaled (harvested)	11.0	11.7	11.9	12.3
Apportionment Volume	14.8	14.2	14.1	12.8

Appendix 2 Historical Resource and Performance Summary

	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Actual
Operating Revenues and Expenses (\$millions)										
Gross Revenue	\$185.7	\$266.1	\$273.7	\$273.7	\$243.8	\$145.9	\$117.0	\$133.6	\$136.6	\$175.1
Less: Expenses (Capitalized)	(84.7)	(115.9)	(148.9)	(178.0)	(197.8)	(168.8)	(172.4)	(149.1)	(135.3)	(150.3)
Net Revenue (prior to EOI)	\$101.0	\$150.2	\$124.8	122.4	\$46.0	(\$22.9)	(\$55.4)	(\$15.5)	\$1.3	\$24.8
Less Extraordinary Item (note 1)					(115.6)					
Net Revenue (Loss)	\$101.0	\$150.2	\$124.8	\$122.4	(\$66.6)	(\$22.9)	(\$55.4)	(\$15.5)	\$1.3	\$24.8
Annual Cash Working Capital Expenditures by Activity (\$millions)										
Administration & Overhead	\$15.2	\$19.7	\$19.9	\$22.7	\$31.9	\$31.5	\$25.4	\$11.4	\$12.7	\$11.2
Salaries	33.6	39.3	44.5	46.1	45.1	45.6	46.3	42.7	41.1	40.9
Planning	-	13.7	8.1	7.3	6.7	5.7	3.3	2.6	3.0	3.3
Sales	23.6	30.4	33.6	27.7	30.3	30.9	22.4	15.9	17.9	22.3
Access	27.9	40.0	53.1	46.3	44.1	45.4	27.3	18.0	20.4	21.4
Silviculture	35.8	39.1	41.9	51.1	60.1	59.8	42.2	30.9	30.8	31.9
Forest Investment Account – LBIP	-	-	-	\$2.3	3.0	5.5	1.8	(0.2)	(0.4)	(1.1)
Total Working Capital Expenditures	\$136.1	\$182.2	\$201.1	\$203.5	\$221.2	\$224.4	\$168.7	\$121.3	\$125.5	\$129.8
Capital IM/IT and Equipment	\$0.7	(\$0.4)	\$0.2	\$0.4	\$0.4	\$0.4	\$0.4	\$0.1	\$0.3	\$0.2
Capital Road Construction	\$29.3	\$39.7	\$51.8	\$45.4	\$49.2	\$44.5	\$22.5	\$16.9	\$29.5	\$19.0
Total Capital Expenditures	\$30.0	\$39.3	\$52.0	\$45.8	\$49.6	\$44.9	\$22.9	\$17.0	\$29.8	\$19.2
TIMBER VOLUME OUTPUTS (millions of cubic metres)										
Volume Advertised (Mm3)	11.7	11.4	14.6	15.2	14.6	16.3	14.7	13.9	13.4	12.5
Volume Sold (Mm3)	9.6	9.9	12.6	13.5	11.7	11.4	10.6	11.3	11.1	10.5
Volume Developed (Mm3)	12.6	15.4	17.7	16.3	14.9	14.2	11.6	8.9	8.8	10.9
Volume Scaled (Mm3)	7.9	10.0	12.9	13.45	13.2	10.0	11.4	10.8	9.4	9.8
UNIT COSTS (\$/m3)										
Total Capitalized Costs/m3 Harvested	\$10.72	\$11.59	\$11.54	\$13.06	\$14.98	\$16.88	\$15.12	\$13.81	\$14.39	\$15.34
Silviculture Costs/m3 Harvested	\$4.56	\$3.93	\$3.24	\$4.20	\$4.55	\$5.98	\$3.70	\$2.86	\$3.28	\$3.26

